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ABSTRACT

This guide to solving problems and managing dilemmas is practitioner-driven. The concepts, language, examples, and cases are crafted to appeal to teachers and administrators interested in improving how they solve problems and manage dilemmas in classrooms, schools, and districts. Part 1 of the book lays out the author's approach to framing problems and dilemmas. It concentrates on the importance of defining what the problem is, then distinguishes between routine problems and messy dilemmas. It also offers many examples of these concepts, including step-by-step analyses. A selection of actual and composite cases with accompanying questions follows the conceptual portion for readers to apply what they have learned. Part 2 is about the links between problems and dilemmas, and planned changes. In this section, the author distinguishes between incremental and fundamental changes in schools and how each kind of change is viewed as a solution to a problem or a compromise to a dilemma. The section ends with a few cases that illustrate different kinds of problems and the changes that have been introduced in the form of solutions. Appendix A contains answers to frequently asked questions, and Appendix B contains an example of reframing a dilemma. (Contains 37 references.) (RT)

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